



# Justice & Public Safety Cabinet

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## Strategic Plan for 2016-2018

## Cabinet Overview

### Mission statement

The mission of the Justice and Public Safety Cabinet is to create a safe and secure society through the effective prevention, detection and reduction of crime and delinquency, and through effective application of incarceration, rehabilitation and reintegration of offenders.

### Vision statement

As a national leader in criminal justice, our vision is to continuously improve public safety and the quality of life through:

- Reducing crime and the threat of crime;
- Coordinating efficient interagency services;
- Increasing effective substance abuse treatment programs;
- Enhancing citizen confidence in the criminal justice system;
- Protecting individual rights; and
- Supporting victims and communities.

### Core Values

The Justice & Public Safety Cabinet strives to be proactive and provide criminal justice services that are fair and impartial. The Cabinet works to achieve ongoing public safety, a reduction in criminal activity, and successful rehabilitation of offenders. The Cabinet would like to have adequate resources to effectively ensure public safety and to attract and retain a well-trained and adequately compensated work force.

## Governor's Goals

Attracting & growing jobs;

Balanced budget without raising taxes;

Clean & ethical government;

Quality education for all students;

Affordable & accessible health care;

Honoring our veterans.

## Statement of Alignment

### Attracting & Growing Jobs

- By working to increase substance abuse treatment programs and using evidence-based programming within the Department of Corrections' institutions, the Cabinet is helping to prepare a better workforce. Through reentry efforts to remove barriers to employment, we hope to also help more ex-felons find employment and allow them to be productive members of society.

### Balanced Budget without raising Taxes

- The Justice Cabinet continues in its efforts to utilize existing resources to save public tax dollars. JSPC has collaborated with the Cabinet for Health and Family Services to retrofit a former healthcare facility on the campus of Central State Hospital, to house the Louisville Medical Examiner's office. This office is currently in a building owned and operated by Louisville Metro Government. In the past 20 years, the office has outgrown the space and the building is being condemned and closed due to deteriorating conditions that are not cost effective for further investment. . This innovative approach to repurpose a state building has saved the state millions in dollars. The Kentucky State Police Crime lab located in Louisville is also slated to relocate in this state owned building at Central State Hospital eliminating outside lease agreements, those discussions for KSP are ongoing.
- The Justice Cabinet is proud of our efforts to utilize existing resources smartly to save money. An example is the transformation of a former prison into a "State of the Art" training facility for the Kentucky State Police. Repurposing an underutilized Juvenile Justice facility into a training center for the Department of Juvenile Justice, along with the cost effective conversion of a male adult institution into a dual facility ( Male/Female Facility) exhibit JSPC's innovative and proactive approach.
- HB 463 continues to allow savings from correctional costs to be reinvested in the Local Corrections Assistance Fund; the catastrophic medical fund; and for additional substance abuse treatment beds
- SB200 is an unfunded mandate and the costs of implementation are continuing as we train /retrain personnel, develop data collection and analysis, the application of Evidence Based Practices, RCNA development and validation processes, to name a few, all of which has to be initially absorbed by the Department through reduction of services, deferred equipment and maintenance and or cost reductions.

The intent of SB200 is to achieve savings through evidence based treatment programs at the local level to reinvest a portion of those savings into community based programs and services. The cabinet shall, as funds become available, develop a fiscal incentive program to fund local efforts

\*SB192 Directed the Secretary of the Justice & Public Safety Cabinet express authority to determine the distribution of up to \$10 million for programs to combat prescription drug and heroin abuse in Kentucky. Memorandums of Agreements were entered into with the following agencies and will be monitored for performance analysis on a continued basis.

JSPC and DPA

JPSC and PAC

JPSC and DOC

JSPC and KY-ASAP

KY-ASAP and DOC

KY-ASAP and BHDID

- The Cabinet is always looking for additional ways to make the most with the resources that it has with hopes to continue this trend of utilizing our resources to their best abilities in the next two years

#### Quality Education for all Students

- DJJ continues to work to provide traditional educational opportunities as well as vocational opportunities for the kids committed to their care.
- DOC also works to provide educational opportunities for inmates and evidence base programming to help offenders find jobs when they reenter their communities.

#### Affordable & Accessible Healthcare

- Expanded Medicaid and the Affordable Care Act will allow DOC to recoup additional costs for inmate medical expenses.

#### Honoring our Veterans

- Recruitment and retention of veterans is a priority for the Cabinet
- Prison Veteran Program

## **Situation Analysis/ Environmental Analysis**

The agencies of the Justice and Public Safety Cabinet are responsible for providing criminal justice services including crime prevention, incarcerating felons, investigating criminal activity, and working to provide answers to the drug problems in Kentucky that often lead to additional crimes.

The Cabinet has made it a priority over the past 8 years to constantly re-evaluate how we use our resources to the best of our ability. This has included repurposing existing buildings into

other needed facilities, passage of major legislation (HB463 of the 2011 Regular Session and HB1 of the 2012 Special Session), and innovative ways to get additional substance abuse treatment options into communities. The Cabinet is always looking for additional ways to make the most with the resources that it has.

There are some issues that make it more difficult for us to continue to promote public safety. The geographic locations of some of our facilities make it difficult for recruitment and retention of employees. For example in Louisville and Northern KY it is difficult to hire correctional officers and youth workers as these jobs are lower paying and more difficult than many others in those more metropolitan areas. In Eastern KY, the Cabinet has difficulty finding enough applicants who can pass the required drug tests for these positions.

The Cabinet has also struggled with increasing technology costs. There is a need for better systems, but many agencies simply cannot handle the rising COT costs.

Another situational issue that leads to frustration and inability to complete tasks are bureaucratic policies that prolong new projects and often add to the overall costs.

Overall, the Justice and Public Safety Cabinet makes it a priority to look at the big picture and develop bold strategies to continue to ensure public safety in Kentucky.

## **Goals, Objectives, & Key Performance Indicators**

### **Goal 1: Ensuring ongoing public safety in our communities**

Objective 1: Funding for personnel needs: Dept. of Corrections (DOC) career ladder, Kentucky State Police (KSP) cadet classes, Dept. of Juvenile Justice (DJJ) additional youth workers and community program personnel, staffing for the unfunded mandate of the Child Fatality and Near Fatality External Review Panel.

Objective 2: Completion of Phase 2 of the KSP Academy Driving Course and Firing Range

Objective 3: Funding of pass through money for the Public Safety First Initiatives that provide needed information to victims, their families, the families of inmates, and other members of the general public.

Objective 4: Modernize and update the State Medical Examiner Office in Madisonville.

Objective 5: Move KCPC from CHFS to JPSC to allow for additional beds for medical care of inmates.

### **Goal 2: Addressing substance abuse issues**

Objective 1: Address need for juvenile substance abuse treatment

Objective 2: Additional state funding for treatment beds outside of DOC funded beds

Objective 3: Continue to find ways to address the growing heroin problem.

### **Goal 3: Continuing to be a leader in the development of criminal justice policy**

Objective 1: Reforms to the penal code: re-evaluate felony classifications, review parole structure, etc.

Objective 2: Reforms to the juvenile code

Objective 3: Continue reviewing options to remove barriers to reentry for individuals with felony records.

Objective 4: Continue to look for innovative strategies to address issues

Ex. Use existing resources to meet changing needs within the Cabinet and the public safety field.

## **Strategic Plan Progress Report on Goals & Objectives Operable in the Last Year**

Ongoing implementation of HB463 (2011 Regular Session): reforming drug laws and prison population numbers

Ongoing implementation of HB1 (2012 Special Session): addressing substance abuse issues

Ongoing implementation of SB192 addressing the heroin epidemic

Working on innovative ideas and strategies to address needs and issues with existing resources.

Continuously looking at the big picture and trying to find bold strategies.

First steps towards penal code reform by creating a 50% parole eligibility rate for certain offenses.

Phase 2 of the KSP Academy construction.